FIRO-B®

INTERPRETIVE REPORT
for ORGANIZATIONS

Eugene R. Schnell and Allen Hammer

Report prepared for

JANE SAMPLE

June 27, 2005

The purpose of this report is to show how your results from the FIRO-B® assessment can help you understand your behavior and the behavior of others in your organization. Information from the FIRO-B tool can help you to maximize the impact of your actions, identify options for increasing your job satisfaction and productivity, and explore alternative ways to achieve your goals. This report provides an explanation of your results and then considers how your results can help you

- plan your career development.

- increase your job satisfaction.

- improve your effectiveness on teams.

- identify the strengths and weaknesses of your leadership style.

As you read through this report, keep in mind that all instruments have limitations. The FIRO-B instrument is not a comprehensive personality test; it focuses on how you are oriented to interpersonal relations. Results should not be used to make a judgment about whether any behavior or any person is good or bad. The FIRO-B assessment is a measure of interpersonal needs, not a test of abilities, career interests, or success. Finally, you should avoid making a major decision based on the results of only one instrument.

JANE SAMPLE
6/27/05

DEFINITIONS

The FIRO-B tool measures your interpersonal needs in three areas.

Inclusion (I)

The need for Inclusion relates to forming new relations and associating with others; it determines the extent of contact and prominence that a person seeks. Some descriptors associated with Inclusion are

- belonging

- involvement

- participation

- recognition

- distinction

Control (C)

The need for Control relates to decision making, influence, and persuasion between people; it determines the extent of power or dominance that a person seeks. Some descriptors associated with Control are

- power

- authority

- influence

- responsibility

- consistency

Affection (A)

The need for Affection relates to emotional ties and warm connections between people; it determines the extent of closeness that a person seeks. Some descriptors associated with Affection are

- personal ties

- consensus

- sensitivity

- support

- openness

For each of the three interpersonal needs—Inclusion, Control, and Affection—the FIRO-B instrument also provides a measure of how much each need is Expressed or Wanted by you.

Expressed (e)

The extent to which you will initiate the behavior is called the Expressed dimension of that need.

Wanted (W)

The extent to which you want or will accept that behavior from others is called the Wanted dimension of the need.

Your FIRO-B® Results

	Inclusion	Control	Affection	
expressed	**eI** 5	**eC** 6	**eA** 7	TOTAL EXPRESSED BEHAVIOR 18
Wanted	**wI** 2	**wC** 2	**wA** 6	TOTAL WANTED BEHAVIOR 10
	TOTAL NEED FOR INCLUSION 7	TOTAL NEED FOR CONTROL 8	TOTAL NEED FOR AFFECTION 13	OVERALL INTERPERSONAL NEEDS 28

Factors That Can Influence Results

The following sections provide an interpretation of your FIRO-B results and show how they can be applied to help you understand your behavior in an organization. However, as you think about the meaning of your results, keep in mind that a number of extraneous factors may have affected how you responded to the FIRO-B items. Try to determine whether any of these may have influenced your results:

- Life events that lead to intense self-reflection or withdrawal from others (this will alter all of your results, but especially your need for Wanted Inclusion)

- Cultural differences affecting the expression of needs

- Misunderstanding the terms

- Consciously trying to avoid extreme responses (which usually results in a majority of results in the mid range)

- Pressure from your environment to express certain behaviors

INTERPRETATION OF YOUR FIRO-B® RESULTS

| 5	6	7	
2	2	6	

Your Individual Needs

Each of the six individual needs can be defined by statements about characteristic behaviors, as shown in the table below. Your results for the six individual needs are estimates of how much each of the interpersonal dimensions is characteristic of you.

| Characteristic Behavior	Your Results			What Your Results Indicate
	low range	mid range	high range	
Expressed Inclusion (eI) I make an effort to include others in my activities. I try to belong, to join social groups, and to be with others as much as possible.	☐	☑	☐	Your result of 5 suggests that you will sometimes agree with these statements, but may prefer to determine when and with whom you'll be having lots of contact at work.
Wanted Inclusion (wI) I want other people to include me in their activities and to invite me to belong. I enjoy it when others notice me.	☑	☐	☐	Your result of 2 suggests that you will usually disagree with these statements and prefer to keep a low profile.
Expressed Control (eC) I try to exert control and influence over things. I enjoy organizing things and directing others.	☐	☑	☐	Your result of 6 suggests that you will sometimes agree with these statements; you are comfortable providing structure and direction in those situations where it is sensible and expected.
Wanted Control (wC) I feel most comfortable working in well-defined situations. I try to get clear expectations and instructions.	☑	☐	☐	Your result of 2 suggests that you will usually disagree with these statements and usually seek out wide degrees of autonomy to do your work.
Expressed Affection (eA) I make an effort to get close to people. I am comfortable expressing personal feelings and I try to be supportive of others.	☐	☐	☑	Your result of 7 suggests that you will usually agree with these statements and that you provide a lot of warmth, encouragement and support for others at work.
Wanted Affection (wA) I want others to act warmly toward me. I enjoy it when people share their feelings with me and when they encourage my efforts.	☐	☑	☐	Your result of 6 suggests that you will sometimes agree with these statements, and have a chosen set of circumstances when you are comfortable letting others get close to you and support you.

JANE SAMPLE
6/27/05

28
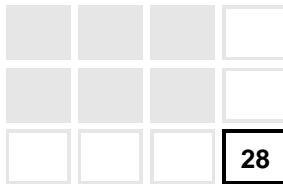
Your Overall Interpersonal Needs

The indicator of your Overall Interpersonal Needs is the total of all six individual needs (eI + wI + eC + wC + eA + wA). This result represents the overall strength of your interpersonal needs; it shows how much you believe that other people and human interaction can help you attain your goals and achieve personal satisfaction.

Your indicator of Overall Interpersonal Needs is 28, which falls in the medium-high range. This suggests that:

- Your involvement with others is usually a source of satisfaction, but relationships may become frustrating and interfere with your job.

- When interacting with others, you work best with small groups and with regular contacts.

- You probably enjoy work that involves opportunities to gather input from others, but you do not rely on them for decision making or implementation.

- You prefer to work with others, but occasionally need time alone to think and reflect.

- You probably consider yourself more extroverted than introverted.

18

10
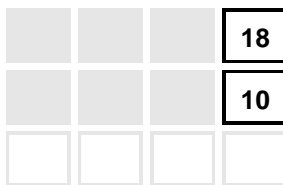
Your Total Expressed and Total Wanted Behaviors

Your result for Total Expressed Behavior (eI + eC + eA) indicates how often you take the initiative in approaching others to fulfill the three basic interpersonal needs. In general, it shows how comfortable you are being proactive.

Your result of 18 on Total Expressed is in the mid range, which suggests that you vary in the extent to which you initiate action or work proactively with others; it seems to depend on exactly who it is and the context in which you work.

Your result for Total Wanted Behavior (wI + wC + wA) indicates how much you rely on others to get what you need. In general, it shows how comfortable you are being reactive or responsive.

Your result of 10 on Total Wanted is in the mid range, which suggests that you vary in the extent to which you are comfortable being reactive to and reliant on others; it seems to depend on exactly who it is and the context in which you work.

Your results for Total Expressed and Total Wanted Behaviors are best interpreted in relation to one another, since they explain the general pattern of how you go about satisfying interpersonal needs.

Your Total Expressed needs are greater than your Total Wanted needs. Your Expressed behaviors may create the impression that you want more from others than you do; you may be more selective than you appear to be. You may find yourself wondering why others are expressing more inclusion, control, or affection toward you than you would like.

7	8	13	
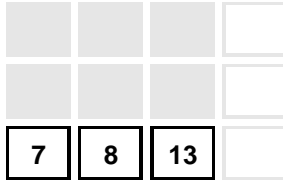
Your Total Needs

Your Total Need results reflect the overall strength of each need, or how much you seek to satisfy each of these needs in interpersonal situations.

The need with the highest score is the one you feel most comfortable pursuing. You will probably return again and again to situations that offer opportunities for you to satisfy this need. This need is also the one you are least willing to sacrifice. Your results show that your greatest Total Need is for Affection. In a new situation you are likely to focus on finding people you can trust and establishing relationships with them, exchanging genuine reactions and opinions with others, establishing a meaningful role for yourself in the organization, and building loyalty. Once you have met some of your needs for Affection, you may then concentrate on satisfying or expressing your needs for Inclusion and Control.

The need with the lowest score is the one you are *most* willing to give up; over time, you may eventually drift away from situations that provide opportunities for you to fulfill this need. Because Inclusion is your lowest priority, you will not be as concerned with fitting in or being involved with many people as you are with meeting your needs for Control and Affection.

JANE SAMPLE
6/27/05

PATTERNS

5			
2			

Your Patterns of Need Fulfillment for Inclusion

Your results on Expressed Inclusion (5) and Wanted Inclusion (2) suggest that the following pattern of behaviors may describe you.

However, because your result on Expressed Inclusion was in the mid range, your behavior will probably depend on the particular people or the situation; you may want to review the statements below and think about specific situations in which they are most accurate.

- You get many invitations to attend meetings or discussions but often turn them down or don't show up.
- You pick and choose which company social events to attend.
- You have a select group of people that you enjoy working with.
- You are not bothered by rejection.
- You are exhausted by constant meetings.
- You believe it is important to maintain limited "connections" and networks.

	6		
	2		

Your Patterns of Need Fulfillment for Control

Your results on Expressed Control (6) and Wanted Control (2) suggest the following pattern of behaviors.

However, because your result on Expressed Control was in the mid range, your behavior will probably depend on the particular people or the situation; you may want to review the statements below and think about specific situations in which they are most accurate.

- You may enjoy taking control and being recognized.
- You may be uncomfortable delegating responsibility.
- You can be very competitive and demand perfection from others.
- You set high goals for yourself and others.
- You want the autonomy to do the job yourself.
- You may believe you can extend your abilities into almost any new area.
- You may veto decisions you've asked others to make.

		7	
		6	

Your Patterns of Need Fulfillment for Affection

Your results on Expressed Affection (7) and Wanted Affection (6) suggest that you may characteristically display the following pattern of behaviors.

However, because your result on Wanted Affection was in the mid range, your behavior will probably depend on the particular people or the situation; you may want to review the statements below and think about specific situations in which they are most accurate.

- You are friendly, open, and optimistic.

- You value trustworthiness.

- You may have difficulty turning others away or controlling interruptions at work.

- You prefer to motivate others by praise and support and are best motivated in the same way.

- You may enjoy resolving conflicts and negotiating.

- You may feel sad when group projects involving regular contact with colleagues end.

YOUR CAREER DEVELOPMENT

| 7 | 8 | 13 | |
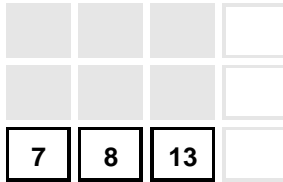
Knowing your interpersonal needs can help you evaluate career opportunities, whether you are considering a new career or are seeking to improve your satisfaction with your current position. You can evaluate any opportunity by considering how well it matches your interpersonal needs.

Your Total Need for Inclusion (7) falls in the mid range; this suggests that you will be more satisfied with jobs in which

- you have a regular team or people to work with, and contact with others is easy to regulate.

- recognition and status are afforded on a limited basis; only the best work and outstanding contributions to the organization are acknowledged.

- you are not routinely required to become involved with decisions or issues that do not directly impact your work.

Your Total Need for Control (8) falls in the mid range; this suggests that you will be more satisfied with jobs in which

- new challenges and opportunities are provided with equal amounts of support and self-direction.

- your job responsibilities include some tasks that are "all yours" and others that are shared with colleagues.

- decisions are not final and there is room for changing course or making new agreements.

- there are general guidelines for performance, but flexibility to deal with exceptions.

Your Total Need for Affection (13) falls in the high range; this suggests that you will be more satisfied with jobs in which

- the organizational climate is characterized by warmth and personal interest in employees.

- encouragement and cooperation between employees is welcomed and freely exchanged.

- the organization tries to make the workplace a "home away from home."

- the organization attempts to be flexible and to support the personal lives of the employees.

JANE SAMPLE
6/27/05

IMPROVING YOUR TEAM EFFECTIVENESS

5	6	7	
2	2	6	

How effective you are as a member of a team or an organization is partly a function of how flexible you are. Your interpersonal needs may lead you to certain patterns of behavior that are currently limiting your potential effectiveness. Although it is necessary to find ways to express your needs, you may be able to increase your effectiveness if you do not engage in those patterns exclusively. The questions below may help you to become more flexible.

Team Effectiveness and Inclusion

Your need for Expressed Inclusion (5) falls in the mid range. Ask yourself:

- Am I too cautious about recognizing others and drawing them in?

- Do I wait too long to see how others will behave before showing an interest in their contributions?

- Are there ways to allow others a chance to provide input or to offer them some updated information to encourage their cooperation and involvement?

Your need for Wanted Inclusion (2) is low. Ask yourself:

- Are there ways that I could enlarge my network?

- Do I meet with my team frequently enough to meet their needs?

- Are there ways that I could let others know that I welcome their input?

Team Effectiveness and Control

Your need for Expressed Control (6) falls in the mid range. Ask yourself:

- Am I waiting too long to provide goals and focus, even though it could help a project or a team?

- Are others expecting me to offer a more regular and constant stream of direction or decision making because of my role or expertise?

- Would it be easier for others if I offered to take control of tasks that are closely related and complementary to my current responsibilities?

Your need for Wanted Control (2) is low. Ask yourself:

• Have I involved those whose expertise is necessary to make this project succeed?

• Am I showing resistance as a way to express my need for independence, or because there are real problems that haven't been solved yet?

• Have I clarified all the instructions that I need to help me complete this task?

Team Effectiveness and Affection

Your need for Expressed Affection (7) is high. Ask yourself:

• Can I intrude less on others?

• Would my colleagues prefer to know less about my personal concerns?

• Do I defer to others at the price of expressing my own opinion?

Your need for Wanted Affection (6) falls in the mid range. Ask yourself:

• Have I given mixed signals to others about my need for their encouragement and support?

• Would I be better off allowing others to share more of their personal concerns and issues with me?

• How can I assure others that I am open to their ideas and reactions?

JANE SAMPLE
6/27/05

LEADERSHIP

5	6	7	
2	2	6	

Because your highest Expressed need represents the social arena where you feel more comfortable taking action, this result predicts which "face" you show first to a group. This need will also probably shape the foundation of your leadership style.

Your highest Expressed need is Affection. This suggests that you will strive to be a leader who

- focuses on developing human resources.

- strives to increase and maintain employee satisfaction.

- encourages and supports others.

- minimizes conflict.

- gains legitimacy through personal commitment and loyalty.

- enjoys being liked and warmly regarded by followers.

- wants to serve and nurture.

- reassures and makes others comfortable.

- invites feedback .

- reveres honest communication.

Your lowest Expressed need is the area where you feel least comfortable taking action. Therefore, you are not as likely to use the leadership style associated with this need; when you do, you are less likely to make a good impression on subordinates. Your lowest Expressed need is for Inclusion. You may, therefore, get complaints about not treating everyone fairly and not giving everyone equal opportunity for input into decisions. Some of your followers may not feel a part of the team.

JANE SAMPLE
6/27/05

RESOURCES

If you would like more information about the FIRO-B tool and the meaning of your results, consult the following resources from CPP, Inc.

Musselwhite, E. (1982, 2003). *Understanding your FIRO-B® results.*
  Mountain View, CA: CPP, Inc.

Schnell, E. R. (2000). *Participating in teams: Using your FIRO-B® results to improve
  interpersonal effectiveness.* Mountain View, CA: CPP, Inc.

Schnell, E. R., & Hammer, A. (1993, 2003). *Introduction to the FIRO-B® instrument
  in organizations.* Mountain View, CA: CPP, Inc.

Waterman, J. A., & Rogers, J. (1996, 2003). *Introduction to the FIRO-B® instrument.*
  Mountain View, CA: CPP, Inc.